

UNDERSTANDING EMPLOYEE WELL-BEING THROUGH DARK TRIAD TRAITS, ORGANIZATIONAL JUSTICE, AND PSYCHOLOGICAL DISTANCE

Fouzia Hassan^{*1}, Muhammad Usman², Samra Yousaf³, Hannan Afzal⁴

^{*1}PhD Scholar, Department of Business Administration, University of Sialkot, Sialkot

²Assistant Professor Department of Business Administration University of Sialkot

³BS Psychology, Gift University

⁴Assistant Professor, Department of Business Administration University of Sialkot, Sialkot

^{*1}fouziahasan1801@gmail.com, ²dr.muhammadusman@uskt.edu.pk, ³summrahyousaf@gmail.com,

⁴hannanafzal6@gmail.com

DOI: <https://doi.org/10.5281/zenodo.21933592>

Keywords

Dark Triad, narcissism, Machiavellianism, psychopathy, organizational justice, psychological distance, employee well-being, private banking, Pakistan

Article History

Received: 24 January 2026

Accepted: 10 February 2026

Published: 25 February 2026

Copyright @Author

Corresponding Author: *

Fouzia Hassan

Abstract

This study examines the relationships between Dark Triad personality traits (narcissism, Machiavellianism, and psychopathy), organizational justice, psychological distance, and employee well-being in the private banking sector of Pakistan. Drawing on Social Exchange Theory, the study proposes that socially aversive personality traits are associated with lower employee well-being and reduced perceptions of organizational justice, while organizational justice and psychological distance play important roles in employees' workplace experiences. Data were collected through online and paper-based questionnaires from 876 employees working in private banks across different districts of Punjab, Pakistan. The proposed relationships were analyzed using partial least squares structural equation modeling (PLS-SEM) with SmartPLS 4.0. The findings supported all eight hypotheses. Narcissism ($\beta = -0.282$), Machiavellianism ($\beta = -0.314$), and psychopathy ($\beta = -0.286$) were significantly and negatively associated with employee well-being. Similarly, narcissism ($\beta = -0.333$), Machiavellianism ($\beta = -0.342$), and psychopathy ($\beta = -0.316$) were negatively associated with organizational justice. Organizational justice showed a strong negative association with psychological distance ($\beta = -0.781$), while psychological distance was negatively associated with employee well-being ($\beta = -0.192$). The findings extend research on Dark Triad personalities by integrating organizational justice, psychological distance, and employee well-being within a collectivist and hierarchical work context. Practically, the study highlights the importance of fair organizational practices, ethical leadership, transparent human resource policies, and initiatives aimed at strengthening employee-organization relationships and reducing psychological distance to promote employee well-being.

Introduction

Employee well-being is an important determinant of sustainable organizational functioning and long-term success, a concept increasingly acknowledged by organizations worldwide. In today's highly competitive, technologically advanced, rapidly changing organizational environments and highly stressful

work settings, workers are required to perform at a high level and deal with multiple interpersonal demands and psychological challenges. Employee well-being has thus become a key topic in organization psychology, human resource management, and occupational health studies (Pradhan & Hati, 2022). Employee well-being refers to the psychological

health, emotional stability, job satisfaction, workplace happiness, work-life balance, and positive functioning in the organizational environment (Oishi & Westgate, 2022).

A key factor that must be investigated in relation to the well-being of employees is the Dark Triad personality traits, namely Narcissism, Machiavellianism, and Psychopathy. These socially aversive characteristics relate to manipulation, self-interest, exploitation, lack-of-empathy, interpersonal hostility, and unethical behavior (Blasco-Belled et al., 2023; Furnham & Treglown, 2021). Although the Dark Triad has garnered academic interest, less work has focused on how employees' own Dark Triad traits relate to their own well-being, with previous studies tending to focus on work-related outcomes, e.g., deviant behavior, conflict, and unethical conduct (Furnham, 2025), rather than employees' psychological well-being and workplace perceptions.

Another important workplace factor is organizational justice, employees' perceptions of the fairness in organizational procedures, outcomes, and interpersonal treatment (Greenberg & Colquitt, 2013). Perceptions of fairness lie at the heart of employee attitudes as they influence trust, commitment, job satisfaction, and psychological well-being (Hayati & Caniogo, 2023), while high Dark Triad traits can make individuals more susceptible to issues of fairness, as these self-serving orientations affect the way they perceive organizational events and relationships (Syed et al., 2022). Psychological distance is also a crucial psychological process that impacts employees' experiences of workplace relationships. It is the emotional distance employees feel from their organization and/or from their relationships with other people at work (Chen & Li, 2018b). Workers with higher psychological distance tend to have negative perceptions, such as feeling detached, cynical, and less attached to the organization (Li et al., 2022).

Based on Social Exchange Theory, employees with high Dark Triad are likely to have a less moral and trustful perspective on organizational relations and may perceive a lower sense of fairness, trust, and mutual obligation (Jensen et al., 2022). These perceptions are also associated with employees' psychological distance from the

organization and their overall well-being (Cesinger et al., 2023). This study aims to address these gaps by examining the direct relationships between dark triad, organizational justice, psychological distance, and employee well-being in the private sector context of Pakistan, where cultural values like high power distance, high interpersonal dependence, and hierarchical workplace structures can further influence these relationships (Hafeez & Siddiqui, 2024).

Theoretical Background

Social Exchange Theory offers a solid theoretical platform for examining the link between DT personality traits and perceptions of organizational justice, psychological distance, and employee well-being. According to SET, social behavior is the outcome of an exchange process that occurs when people assess the possible benefits and costs of the relationship (Cropanzano et al., 2017). Organizational relations evolve as a result of repeated social exchanges, in which people assess the "balance" between what they give and what they receive (Cropanzano & Mitchell, 2005; Homans, 1958); when treated fairly, employees are likely to have positive reciprocal attitudes (Cropanzano et al., 2017), but perceived imbalance or exploitation leads them to minimize emotional involvement and psychologically withdraw (Cropanzano & Mitchell, 2005).

In the present study, the SET explains that Dark Triad traits can lead to differing perceptions and experiences of organizational exchanges. Narcissists' sense of entitlement can skew reciprocal evaluations of workplace treatment. Machiavellian employees see interactions mainly in terms of self-interests and manipulation (Grabowski et al., 2025); and psychopathic tendencies, which include impulsivity and low empathy, impair the trust necessary for balanced exchange (Boddy, 2011). These traits are theorized to undermine organizational justice and employee well-being directly, while disrupted socioemotional exchange is also expected to relate organizational justice to psychological distance, and psychological distance to well-being (Cropanzano et al., 2017; Hobfoll et al., 2018).

Based on the above theoretical arguments, the following conceptual model is proposed:

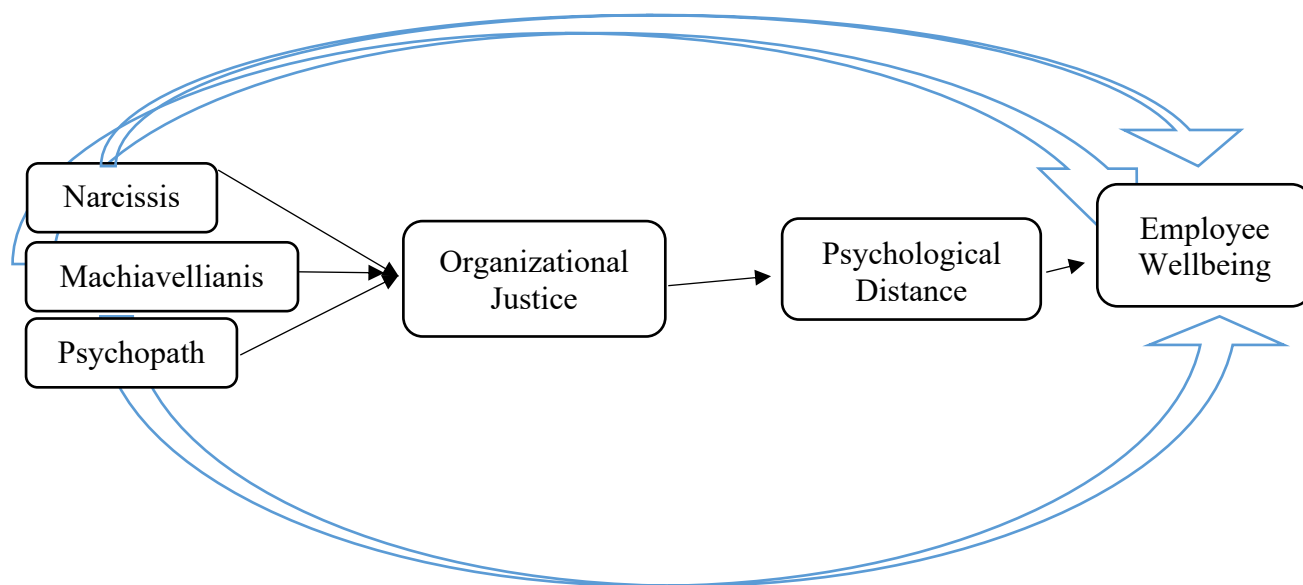


Diagram of Conceptual Framework

Hypothesis Development

Narcissism and Employee Well-Being

Narcissism is characterized by grandiosity, self-centeredness, entitlement, and a persistent need for admiration. Emerging evidence suggests that the relationship between employees' own narcissism and well-being is complex. Vulnerable narcissism is associated with high emotional exhaustion and low work engagement, showing a lower level of occupational health (Wirtz & Rigotti, 2020). Although grandiose narcissistic traits may lead to some temporary positive results, like perceived quality of work (Wati & Indrayanti, 2024) increased psychological ownership, initiative behavior (Liu et al., 2024; Mao et al., 2020), and psychological capital (Khatoniyar & Borooah, 2025). However, these positive relationships tend to be context-specific and less robust compared to the predominant negative relationships, and these results are mainly about adaptive or grandiose components of narcissism, not its interpersonal implications. Thus, supported by literature, we propose the hypothesis that:

H1: *There is a negative relationship between narcissism and the well-being of the employees of private organizations.*

Machiavellianism and Employee Well-Being

Machiavellianism involves being deceptive, cynical, emotionally detached, and focused on self-interest and manipulation (Schyns et al., 2019). Emerging evidence suggests that employees with high levels of Machiavellianism are at risk of experiencing lower psychological and occupational outcomes, including anxiety, depression, inner discomfort (Jahangir et al., 2024) burnout and job withdrawal (Al-Rawashdeh et al., 2024). Although some studies show context-dependent benefits of Machiavellianism, such as strategic coping (Dăderman & Basińska, 2021) great work engagement and reduced exhaustion under specific cultural and organizational conditions (X et al., 2021) overall the manipulative interpersonal style, constant suspicion, lack of emotional connection and exploitative inclinations are consistently linked with poorer employee wellbeing. Thus, the following hypothesis is presented:

H2: *There is a negative relationship between Machiavellianism and the well-being of the employees of private organizations.*

Psychopathy and Employee Well-Being

Psychopathy involves emotional coldness, impulsivity, lack of remorse, low empathy, manipulateness, and antisocial tendencies

(Barelds et al., 2018) Research indicates that self-reported psychopathic features tend to be linked to emotional exhaustion, burnout (Sutton et al., 2020) work-related stress and decreased subjective well-being (Hasana & Nuzulia, 2025). Although the boldness dimension had some potentially adaptive links with higher engagement, confidence, stress tolerance, and workplace performance (Hurst et al., 2019; Sutton et al., 2020), these effects are more context-specific and limited, whereas the overall negative psychological and relationship dynamics of psychopathic tendencies seem to be more pronounced and more prevalent. Thus, it is suggested that the following hypothesis be considered:

H3: *There is a negative relationship between psychopathy and the well-being of the employees of private organizations.*

Narcissism and Organizational Justice

Narcissistic individuals focus on self-enhancement and superiority over the welfare of the group, which can affect their understanding of how to interpret fairness within the organization (Pelster et al., 2023) Narcissistic tendencies affect employees' perceptions of inequity and entitlement (Queiri & Alhejji, 2025) and narcissistic employees are more inclined to view themselves as treated unjustly or not as well as they deserve (Chou & Ramser, 2022). Individuals higher in grandiose narcissism were less likely to perceive fairness when they thought of the consequences of the situation as serious or that they were more aware of unfair treatment (Macenczak et al., 2021). Although some studies have reported positive associations between narcissism and organizational justice under specific contexts (Sokić et al., 2021) (Fernández-Del-Río et al., 2022). However, there is still general theory and empirical data supporting a perception of unfairness as a problem for organization members with narcissistic tendencies. Given the empirical evidence, it is hypothesized that:

H4: *There is a negative association between Narcissism and organizational justice among employees of private organizations.*

Machiavellianism and Organizational Justice

Over the years, studies have shown that the Machiavellian attitude is detrimental to trust, transparency, reciprocity, and respectful interpersonal treatment, all of which are key components of organizational justice. Fernández-Del-Río et al. (2022) reported that Machiavellianism was negatively related to distributive, procedural, and particularly interactional justice. Brown et al. (2020) and Zagenczyk et al. (2014) found that highly Machiavellian employees were more sensitive to unfairness, psychological contract violations, and reciprocity imbalances. Although non-significant or context-dependent direct links between Machiavellianism and organizational justice are reported in some studies research indicates that Machiavellianism is generally related to less or weaker justice perception the following hypothesis is suggested:

H5: *There is a negative relationship between Machiavellianism and the organizational justice perceived by employees in private organizations.*

Psychopathy and Organizational Justice

Organizational justice relies on ethical treatment, procedural consistency, and respectful interpersonal interactions; therefore, psychopathic tendencies characterized by hostility, manipulation, unethical behavior and indifference to organizational norms can have a significant negative impact on the perception of justice in the organization (Sokić et al., 2021) Previous studies have shown that psychopathy is negatively related to distributive, procedural, and interactional justice perceptions, while employees with higher psychopathic traits tend to exhibit lower empathy, moral concern, and sensitivity to fairness norms Sokić et al. (2021) (Fernández-Del-Río et al., 2022). Furthermore, psychopathy has been consistently linked to workplace deviance, counterproductive work behavior, aggression and infractions of organizational norms, all of which contribute to perceptions of organizational unfairness (Ellen et al., 2021) Given the available research, the following hypothesis is proposed:

H6: *There is a negative relationship between Psychopathy and the organizational justice of the employees of private organizations*

Organizational Justice and Psychological Distance

Psychological distance is the extent to which workers feel emotionally, cognitively, and socially distant from their organization, whereas employees with low psychological distance feel connected to the organization's goals, trust management, and feel like valuable members of the organization (Rupp et al., 2015). Evidence suggests that organizational justice fosters psychological ownership, trust, engagement, and employee-organization relationship quality, thereby reducing employees' psychological distance from the organization (Mubashar et al., 2022). In contrast, perceptions of injustice increase emotional detachment, suspicion, and organizational separation. Collectively, the literature suggests that the employees who believe that they are treated fairly show more positive organizational attachment and less psychological distance.

H7: *There is a negative association between organizational justice and psychological distance among employees of private organizations.*

Psychological Distance and Employee Well-Being

Numerous studies have demonstrated that psychological proximity in an organization positively affects employees' health. (Liu et al., 2020) concluded that those workers who felt they had closer psychological relationships with

their organization experienced better mental health under heavy workloads, including longer hours of overtime. Employees who were psychologically close to leaders showed better coping, higher effectiveness, and psychological functioning, while the more psychological distance the employees had from the supervisors, the more they withdrew (Marstand et al., 2024). The literature as a whole shows that staff who feel psychologically connected to the organization and their work colleagues tend to experience better mental health and increase well-being. Conversely, psychological distance fosters emotional detachment, isolation, distress, and diminished psychological functioning (Chen & Li, 2018a; Petitta & Ghezzi, 2025). These empirical results lead to the following hypothesis:

H8: *There is a negative association between psychological distance and well-being among employees of private organizations.*

Research Methodology

The data was gathered between November 2025 and April 2026 using both an online and paper-based survey from bank employees in Punjab, Pakistan's districts of Lahore, Okara, Sahiwal, Multan, Gujranwala, Gujrat, Sialkot, Kharian, Jhelum, and Narowal. A convenience sample strategy was used. 876 of the 923 complete questionnaires were included in the study. Table 1 displays the characteristics of the respondents.

Table 1: Characteristics of Respondents (N= 876)

Demographic Characteristics	Code	Frequency	Percentage
Gender	Male	523	59.7
	Female	353	40.3
Age (in years)	21-30	269	30.7
	31-40	331	37.8
	41-50	193	22.0
	Above 50	83	9.5
Education	Intermediate	51	5.8
	Bachelor	207	23.6
	Masters	439	50.1
	Above Masters	179	20.4
Job Experience (in years)	0-5 years	203	23.2
	6-10 years	297	33.9
	11-15 years	228	26.0
	Above 15 years	148	16.9

Measures

The 5-point Likert scale was used for measuring the constructs, with 1 for strongly disagree and 5 representing strongly agree. Narcissism, Machiavellianism and psychopathy were measured with 7 items for each, adopted from Paulhus et al. (2021). Organizational justice was measured through 9 items adopted from Elovainio et al. (2010). Psychological distance was measured through 25 items adopted from Lim et al. (2012). At end, wellbeing was measured with 7 items adopted from Stewart-Brown et al. (2009). A pilot study (n=70) was conducted to ensure the reliability (i.e., Cronbach's alpha > 0.70) of all scales.

Data Analysis

Smart-PLS 4.0 was used to assess measurement and structural models. The discriminant validity, convergent validity, reliability, and hypothesis testing were assessed following the guidelines of Hair et al. (2019).

Common Method Bias

According to the results of the Harman-Single Factor test, the highest explained variance was 37.47%, which is below the 50% threshold (Hair et al., 2019), which meant CMB was not a concern.

Measurement Model

Table 2 shows the measurement model results. All factors were above 0.708. Cronbach's alpha, composite reliability, and AVE met the recommended thresholds, confirming reliability and convergent validity (Hair et al., 2019).

Table 2: Reliability and Validity Analysis

Variables	Dimension	Code	Outer Loading	Cronbach's Alpha	Composite Reliability	Average Variance Extracted
Threshold			> 0.708	> 0.708	> 0.708	> 0.50
Narcissism		NCS1	0.849	0.940	0.940	0.736
		NCS2	0.855			
		NCS3	0.856			
		NCS4	0.866			
		NCS5	0.867			
		NCS6	0.869			
		NCS7	0.845			
Machiavellianism		MCL1	0.867	0.942	0.943	0.740
		MCL2	0.868			
		MCL3	0.857			
		MCL4	0.864			
		MCL5	0.839			
		MCL6	0.867			
		MCL7	0.861			
Psychopathy		PCP1	0.881	0.941	0.944	0.739
		PCP2	0.853			
		PCP3	0.864			
		PCP4	0.843			
		PCP5	0.860			
		PCP6	0.863			
		PCP7	0.855			
Organizational Justice	Procedural Justice	PRJ1	0.832	0.775	0.775	0.690
		PRJ2	0.826			
		PRJ3	0.833			
		IRJ1	0.854			

Psychological Distance	Interpersonal Justice	IRJ2	0.842			
		IRJ3	0.849			
	Distributive Justice	DRJ1	0.847	0.790	0.790	0.704
		DRJ2	0.837			
		DRJ3	0.833			
	Inhabited Space	INS1	0.874	0.846	0.846	0.764
		INS2	0.877			
		INS3	0.871			
	Isomorph Effect	ISF1	0.884	0.846	0.846	0.764
		ISF2	0.871			
		ISF3	0.868			
	Spatial Distance	SPD1	0.838	0.866	0.867	0.714
		SPD2	0.843			
		SPD3	0.848			
		SPD4	0.851			
	Temporal Distance	TED1	0.885	0.856	0.856	0.776
		TED2	0.881			
		TED3	0.877			
	Social Distance	SOD1	0.866	0.840	0.840	0.758
		SOD2	0.875			
		SOD3	0.870			
	Participation	PRP1	0.877	0.837	0.837	0.754
		PRP2	0.856			
		PRP3	0.872			
	Cognitive Communion	COC1	0.866	0.840	0.840	0.758
		COC2	0.869			
		COC3	0.876			
Well-being	Resonant Contagion	RSC1	0.873	0.840	0.840	0.757
		RSC2	0.860			
		RSC3	0.878			
		WLB1	0.791	0.909	0.909	0.647
		WLB2	0.802			
		WLB3	0.823			
		WLB4	0.785			
		WLB5	0.808			
		WLB6	0.800			
		WLB7	0.818			

Discriminant Validity

To determine discriminant validity, the Fornell-Larcker ratio was calculated (Hair et al., 2019),

where all constructs met the recommended threshold (see Table 3).

Table 3: Discriminant Validity Analysis

Variables	NCS	MCL	PSP	ORJ	PYD	WLB
Narcissism (NCS)	0.858					
Machiavellianism (MCL)	0.007	0.860				
Psychopathy (PSP)	-0.007	-0.031	0.860			
Organizational Justice (ORJ)	-0.333	-0.335	-0.303	0.779		
Psychological Distance (PYD)	0.290	0.297	0.257	-0.751	0.807	
Well-being (WLB)	-0.338	-0.364	-0.324	0.495	-0.440	0.804

Diagonal values are square root of AVE values.

Structural Model

Narcissism ($\beta = -0.282$, t value=10.699, with $p < 0.000$), Machiavellianism ($\beta = -0.314$, t value= 11.103, with $p < 0.000$), and psychopathy negatively influenced wellbeing ($\beta = -0.286$, t value= 10.623, $p < 0.000$). Narcissism ($\beta = -0.333$, t value= 12.247, with $p < 0.000$), Machiavellianism ($\beta = -0.342$, t value= 12.389, with $p < 0.000$), and psychopathy also negatively

influenced organizational justice ($\beta = -0.316$, t value= 11.034, $p < 0.000$). Organizational justice further negatively influenced psychological distance ($\beta = -0.781$, t value= 61.001, with $p < 0.000$) and psychological distance negatively influences wellbeing ($\beta = -0.192$, t value= 6.545, with $p < 0.000$). Table 4 also showing the effect size (f^2) results that also met the criterion of Cohen, 2013.

Table 4: Hypothesis Testing

No.	Hypotheses	β	Mean	Standard deviation (STDEV)	T value	P values	VIF	Effect Size (f^2)	Confidence Interval		Decision
									5%	95%	
H1	NCS $\rightarrow$ WLB	-0.282	-0.283	0.026	10.699	0.000	1.11	0.12	-0.32	-0.24	Accept
H2	MCL $\rightarrow$ WLB	-0.314	-0.315	0.028	11.103	0.000	1.12	0.14	-0.36	-0.27	Accept
H3	PSP $\rightarrow$ WLB	-0.286	-0.287	0.027	10.623	0.000	1.09	0.12	-0.33	-0.24	Accept
H4	NCS $\rightarrow$ ORJ	-0.333	-0.334	0.027	12.247	0.000	1.00	0.16	-0.38	-0.29	Accept
H5	MCL $\rightarrow$ ORJ	-0.342	-0.341	0.028	12.389	0.000	1.00	0.17	-0.39	-0.30	Accept
H6	PSP $\rightarrow$ ORJ	-0.316	-0.314	0.029	11.034	0.000	1.00	0.15	-0.36	-0.27	Accept
H7	ORJ $\rightarrow$ PYD	-0.781	-0.780	0.013	61.001	0.000	1.00	1.56	-0.80	-0.76	Accept
H8	PYD $\rightarrow$ WLB	-0.192	-0.193	0.029	6.545	0.000	1.32	0.05	-0.24	-0.14	Accept

Where; NCS- Narcissism, MCL- Machiavellianism, PSP- Psychopathy, ORJ- Organizational Justice, PYD- Psychological Distance, WLB- Well-being, VIF- Variance Inflation Factor

Figure 2 also depicts the results of structural hypotheses.

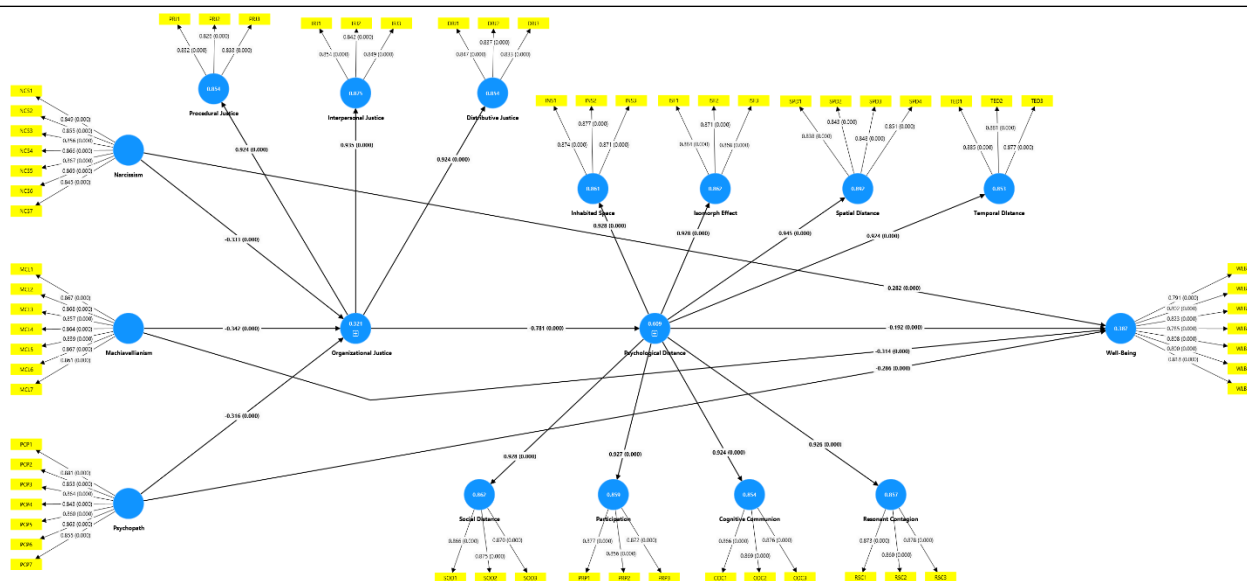


Figure 2: Structural Model

The model demonstrated satisfactory explanatory power and fit (Table 5), with SRMR = 0.040 and NFI = 0.81.

Table 5: Coefficient of Determination (R^2), Predictive Relevance (Q^2), and Model Fit

Variables	Organizational Justice	Psychological Distance	Wellbeing
R^2	0.321	0.609	0.387
Q^2 (> zero)	0.193	0.394	0.247
Model Fit	NFI		SRMR
	0.81		0.040

Discussion

Findings of this study supported all hypotheses related to dark trait and employee wellbeing claiming that narcissism was negatively related to employee well-being, consistent with prior evidence that narcissistic employees are linked to workplace stress and emotional fatigue (Wirtz & Rigotti, 2020) and Machiavellianism negatively related to employee well-being, consistent with evidence that Machiavellian tendencies are linked to lower psychological well-being through exploitative and distrustful behavior (Al-Rawashdeh et al., 2024) and psychopathy was negatively related to employee well-being, in line with evidence linking psychopathic traits to burnout, reduced engagement, and diminished trust (Hasana & Nuzulia, 2025).

Dark trait was also found to be negatively related to the perception of organizational justice across all three components, where narcissistic employees perceive greater inequity and injustice than others as stated in previous studies (Chou & Ramser, 2022; Queiri &

Alhejji, 2025) and Machiavellian tendencies are most strongly linked to lower interactional justice perceptions, consistent with literature (Fernández-Del-Río et al., 2022) and psychopathy is among the strongest predictors of perceived organizational unfairness (Fernández-Del-Río et al., 2022; Sokić et al., 2021).

Further organizational justice was negatively associated with psychological distance, which is in line with evidence that fairness fosters psychological ownership and relationship quality (Kang & Sung, 2019; Zhang et al., 2020) and negative relationship between psychological distance and employee wellbeing was also supported by this study that that psychological closeness protects employees from workplace stressors and supports better coping (Marstand et al., 2024).

Implication of the Study

The present study is an attempt to combine the concepts of personality theory, organizational justice, psychological distance, and employee

well-being in a single framework, which makes it relevant and useful to the field of organizational behavior, human resource management, and occupational psychology. This study also advances Construal Level Theory by bringing psychological distance, organizational justice, and employee well-being together, and it advances Self-Determination Theory by confirming that psychological distance undermines employees' basic psychological needs, while fair workplace practices facilitate them. The study explores these relationships in a private banking organization in a collectivist environment to increase the applicability of known theories developed mainly in the Western environment.

The results have implications for HRM and organizational leadership, especially for private banking institutions. Dark Triad personality assessment should be used as part of the recruitment and selection process for any organization to uncover the presence of Ds and make sound placement decisions and risk management decisions. Implementing clear policies, fair performance reviews, fair compensation, providing opportunities for employee input, and fostering a culture of respect in communication can reduce the impact of these characteristics on staff well-being. Ethical leadership, EI and conflict management skills should be highlighted in leadership development programs to create a fair and supportive working environment. Psychological distance should also be minimized by increasing communication, employee engagement, feedback, and team-building efforts.

Limitations and Future Research Directions

Cross-sectional design restricts the ability to make causal inferences, and self-report questionnaires can lead to common method bias. Furthermore, the sample consisted of employees in the private banking sector, and no qualitative data was collected. Future research should be designed using longitudinal design, mixed-method, and multi-source designs across different industries and cultural settings to improve validity and generalizability. The study could also look at OCB as an outcome and explore relationship mediators and/or

moderators such as EI, psychological resilience, ethical leadership, perceived organizational support, and workplace spirituality.

Conclusion

This research focused on how the Dark Triad personality traits, organizational justice and psychological distance affect employee well-being of employees in private banking institutions. The results suggest that narcissism and Machiavellianism and psychopathy have a negative effect on perceptions of organizational justice, and employee wellbeing and organizational justice have negative relations with psychological distance and psychological distance further had a negative relation with well-being. In general, the study is a well-integrated personality theory, organizational justice, and employee well-being framework with both theoretical and practical implications. The results highlight the need to adopt equitable organizational practices, minimize psychological distance, and create positive working atmospheres to improve employee health and lay the groundwork for further studies on organizational psychology.

References

- Al-Rawashdeh, O., Mahasneh, M. F. A., & Najdawi, B. A. (2024). Dark Triad Personality Traits and Workplace Outcomes: Evidence from the Hospitality Industry. *Journal of Environmental Management and Tourism*. [https://doi.org/10.14505/jemt.v15.2\(74\).10](https://doi.org/10.14505/jemt.v15.2(74).10)
- Barelds, D. P., Wisse, B., Sanders, S., & Laurijssen, L. M. (2018). No regard for those who need it: The moderating role of follower self-esteem in the relationship between leader psychopathy and leader self-serving behavior. *Frontiers in Psychology*, 9, 1281.
- Blasco-Belled, A., Tejada-Gallardo, C., Alsinet, C., & Rogoza, R. (2023). The links of subjective and psychological well-being with the Dark Triad traits: A meta-analysis. *Journal of personality*. <https://doi.org/10.1111/jopy.12853>

- Boddy, C. R. (2011). Corporate psychopaths, bullying and unfair supervision in the workplace. *Journal of Business Ethics*, 100(3), 367-379.
- Brown, T., Majors, T., & Vance, T. (2020). Incomplete Contracts and Employee Opportunism: How Machiavellianism Moderates the Effects of Impacting an Uncompensated Objective. *Journal of Management Accounting Research*. <https://doi.org/10.2308/jmar-18-023>
- Cesinger, B., Gundolf, K., Hughes, M., Khedhaouria, A., & Montani, F. (2023). The bright and dark sides of the Dark Triad traits among senior managers: effects on organizational commitment. *Review of Managerial Science*, 17(5), 1731-1763.
- Chen, H., & Li, S. (2018a). Measuring the Psychological Distance between an Organization and Its Members—The Construction and Validation of a New Scale. *Frontiers in Psychology*, 8. <https://doi.org/10.3389/fpsyg.2017.02296>
- Chen, H., & Li, S. (2018b). Measuring the psychological distance between an organization and its members—The construction and validation of a new scale. *Frontiers in Psychology*, 8, 2296.
- Chou, S., & Ramser, C. (2022). Narcissists going above and beyond? The role of perceived negative inequity and self-enhancement motivation. *Personnel Review*. <https://doi.org/10.1108/pr-11-2021-0799>
- Cropanzano, R., Anthony, E. L., Daniels, S. R., & Hall, A. V. (2017). Social exchange theory: A critical review with theoretical remedies. *Academy of management annals*, 11(1), 479-516.
- Cropanzano, R., & Mitchell, M. S. (2005). Social exchange theory: An interdisciplinary review. *Journal of management*, 31(6), 874-900.
- Dăderman, A., & Basińska, B. (2021). Evolutionary benefits of personality traits when facing workplace bullying. *Personality and Individual Differences*. <https://doi.org/10.1016/j.paid.2021.110849>
- Ellen, B., Alexander, K., Mackey, J., McAllister, C., & Carson, J. (2021). Portrait of a workplace deviant: A clearer picture of the Big Five and Dark Triad as predictors of workplace deviance. *The Journal of applied psychology*. <https://doi.org/10.1037/apl0000880>
- Fernández-Del-Río, E., Castro, Á., & Ramos-Villagrasa, P. (2022). Dark Tetrad and workplace deviance: Investigating the moderating role of organizational justice perceptions. *Frontiers in Psychology*, 13. <https://doi.org/10.3389/fpsyg.2022.968283>
- Furnham, A. (2025). Working in darkness: Dark Triad and workplace behaviour. In *Research Handbook on the Dark Triad* (pp. 312-331). Edward Elgar Publishing.
- Furnham, A., & Treglown, L. (2021). The dark side of high-fliers: The dark triad, high-flier traits, engagement, and subjective success. *Frontiers in Psychology*, 12, 647676.
- Grabowski, D., Stawiarska, P., Stapor, K., & Chudzicka-Czupala, A. (2025). Narcissistic admiration and rivalry, Machiavellianism and willingness to engage in unethical pro-organisational behaviour (UPB). *Current Issues in Personality Psychology*.
- Greenberg, J., & Colquitt, J. A. (2013). *Handbook of organizational justice*. Psychology Press.
- Hasana, Y., & Nuzulia, S. (2025). When Darkness Meets Pressure: The Impact of Dark Triad Personality Traits on Work Stress among Employees in Indonesia's Collectivistic Cultures. *Journal of Educational, Health & Community Psychology (JEHCP)*, 14(2).
- Hayati, K., & Caniago, I. (2023). Organizational Justice: How Does It Affect Performance and Job Satisfaction? International Conference of Economics, Business, and Entrepreneur (ICEBE 2022),
- Hobfoll, S. E., Halbesleben, J., Neveu, J.-P., & Westman, M. (2018). Conservation of resources in the organizational context: The reality of resources and their

- consequences. *Annual Review of Organizational Psychology and Organizational Behavior*, 5, 103-128.
- Homans, G. C. (1958). Social behavior as exchange. *American Journal of Sociology*, 63(6), 597-606.
- Hurst, C., Simon, L., Jung, Y., & Pirouz, D. (2019). Are "Bad" Employees Happier Under Bad Bosses? Differing Effects of Abusive Supervision on Low and High Primary Psychopathy Employees. *Journal of Business Ethics*, 158, 1149-1164. <https://doi.org/10.1007/s10551-017-3770-5>
- Jahangir, M., Shah, S., Zhou, J.-S., Lang, B., & Wang, X.-P. (2024). Machiavellianism: Psychological, Clinical, and Neural Correlations. *The Journal of Psychology*, 159, 155-168. <https://doi.org/10.1080/00223980.2024.2382243>
- Jensen, L. D., Patryluk, C., Vinoo, P., & Campbell, L. (2022). How dark personalities gain workplace influence: A replication and extension. *Personality and Individual Differences*, 190, 111515. <https://doi.org/10.1016/j.paid.2021.111015>
- Kang, M., & Sung, M. (2019). To leave or not to leave: the effects of perceptions of organizational justice on employee turnover intention via employee-organization relationship and employee job engagement. *Journal of Public Relations Research*, 31, 152-175. <https://doi.org/10.1080/1062726x.2019.1680988>
- Khatoniyar, S., & Borooah, I. P. (2025). The dark triad and psychological well-being: Mediating role of emotional intelligence. *Acta psychologica*, 261, 105852. <https://doi.org/10.1016/j.actpsy.2025.105852>
- Li, S., Chen, H., Feng, Y., Chen, F., & Hou, C. (2022). Research progress and thematic evolution of psychological distance—A co-word analysis based on bibliometric research. *Current Psychology*, 41(3), 1569-1583.
- Liu, Y., Cheng, P., & Ouyang, Z. (2020). How trust mediate the effects of perceived justice on loyalty: A study in the context of automotive recall in China. *Journal of Retailing and Consumer Services*, 58, 102322. <https://doi.org/10.1016/j.jretconser.2020.102322>
- Liu, Z., Zhou, K., & Wang, J. (2024). How narcissism, promotion criteria, and empowering leadership jointly influence creativity through diverse information searching: An expectancy perspective. *Human Relations*, 78, 223-246. <https://doi.org/10.1177/00187267241239855>
- Macenczak, L., Campbell, S., & Henley, A. (2021). Moderating impact of narcissism on the link between contextual variables and perceptions of fairness. *Personality and Individual Differences*, 181, 111015. <https://doi.org/10.1016/j.paid.2021.111015>
- Mao, J. Y., Quan, J., Chiang, J., & Qing, T. (2020). Bright side of narcissism: elevated ownership and initiative. *Nankai Business Review International*. <https://doi.org/10.1108/nbri-11-2019-0057>
- Marstand, A., Epitropaki, O., & Kapoutsis, I. (2024). 'Distant but close': Leadership behaviours, psychological distance, employee coping and effectiveness in remote work contexts. *Journal of occupational and organizational psychology*. <https://doi.org/10.1111/joop.12544>
- Mehmood, S., Malik, M., Akhtar, M. S., Faraz, N., & Memon, M. (2021). Organizational justice, psychological ownership and organizational embeddedness: a conservation of resources perspective. *International Journal of Manpower*. <https://doi.org/10.1108/ijm-06-2020-0296>

- Mubashar, T., Musharraf, S., Khan, S., & Butt, T. A. (2022). Impact of organizational justice on employee engagement: The mediating role of organizational trust. *Cogent Psychology*, 9. <https://doi.org/10.1080/23311908.2022.2080325>
- Oishi, S., & Westgate, E. C. (2022). A psychologically rich life: Beyond happiness and meaning. *Psychological review*, 129(4), 790.
- Pelster, M., Hofmann, A., Klocke, N., & Warkulat, S. (2023). Dark triad personality traits and selective hedging. *Journal of Business Ethics*, 182(1), 261-286.
- Petitta, L., & Ghezzi, V. (2025). Remote Work and Psychological Distance: Organizational Belongingness as a Resource Against Work Stressors and Employee Performance Impairment and Distress. *Sustainability*. <https://doi.org/10.3390/su17041342>
- Pradhan, R. K., & Hati, L. (2022). The measurement of employee well-being: development and validation of a scale. *Global Business Review*, 23(2), 385-407.
- Queiri, A., & Alhejji, H. (2025). Examining the link between narcissism and perceived inequity: the mediating role of sense of entitlement. *International Journal of Organizational Analysis*. <https://doi.org/10.1108/ijoa-07-2024-4654>
- Rupp, D. E., Wright, P. M., Aryee, S., & Luo, Y. (2015). Organizational justice, behavioral ethics, and corporate social responsibility: Finally the three shall merge. *Management and Organization Review*, 11(1), 15-24.
- Schyns, B., Wisse, B., & Sanders, S. (2019). Shady strategic behavior: Recognizing strategic followership of Dark Triad followers. *Academy of Management Perspectives*, 33(2), 234-249.
- Sokić, K., Khawaja, S., & Qureshi, F. (2021). THE DARK TRIAD AND PERCEPTIONS OF ORGANISATIONAL JUSTICE AMONG TEACHING STAFF IN PRIVATE HIGHER EDUCATION. *European Journal of Education Studies*. <https://doi.org/10.46827/ejes.v8i12.4074>
- Sutton, A., Roche, M., Stapleton, M., & Roemer, A. (2020). Can Psychopathy Be Adaptive at Work? Development and Application of a Work Focused Self- and Other-Report Measure of the Triarchic Psychopathy Model. *International Journal of Environmental Research and Public Health*, 17. <https://doi.org/10.3390/ijerph17113938>
- Syed, F., Raja, U., & Naseer, S. (2022). Dark personality in dark times: How Dark Triad personality interacts with injustice and politics to influence detachment and discretionary behaviours. *Canadian Journal of Administrative Sciences / Revue Canadienne des Sciences de l'Administration*. <https://doi.org/10.1002/cjas.1685>
- Wati, R. K., & Indrayanti. (2024). Dampak Kepribadian Narsistik terhadap quality of work life dalam Era Hybrid Working. *Psychopolytan : Jurnal Psikologi*. <https://doi.org/10.36341/psi.v8i1.5082>
- Wirtz, N., & Rigotti, T. (2020). When grandiose meets vulnerable: narcissism and well-being in the organizational context. *European Journal of Work and Organizational Psychology*, 29, 556-569. <https://doi.org/10.1080/1359432x.2020.1731474>
- X, G., Born, M., Petrou, P., & Bakker, A. (2021). Bright sides of dark personality? A cross-cultural study on the dark triad and work outcomes. *International Journal of Selection and Assessment*. <https://doi.org/10.1111/ijasa.12342>
- Zagenczyk, T., Restubog, S., Kiewitz, C., Kiazad, K., & Tang, R. (2014). Psychological Contracts as a Mediator Between Machiavellianism and Employee Citizenship and Deviant Behaviors. *Journal of management*, 40, 1098-1122. <https://doi.org/10.1177/0149206311415420>

Zhang, Y., Liu, G., Zhang, L., Xu, S., & Cheung, M. (2020). Psychological Ownership: A Meta-Analysis and Comparison of Multiple Forms of Attachment in the

Workplace. *Journal of management*, 47, 745-770.

<https://doi.org/10.1177/0149206320917195>

